

The State of Public Security in the Reorganised Communes of the Province of Masovia After the Restoration of Police Stations

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Abstract. *In the article one can find an analysis of the state of security in respect of the reorganised communes of the Province of Masovia province after the restoration of the police stations. The restoration of police stations is a switch towards a creative model of Policing bringing it closer to the problems of society. It is the model of functioning of the Police based on the philosophy of community policing. Therefore, the article is also an attempt to address the question as to whether the solutions applied have proved to be effective. During the period 2010–2013 in the area of the Masovian garrison 70 police stations were decommissioned in 70 communes. As a consequence of extensive public consultations and as a result of an analysis of recommendations reported concerning reconstruction of Police structures in communes, it was decided to create 9 police stations in the years 2016–2017. In order to evaluate the effectiveness of the police stations created, the data analysed referred to the number of investigated crimes, the crime detection rate, the number of police officers in the patrol service and a response time in the supervised area. The statistical data dating from 2013–2016, so from the time when in the area of aforementioned communes police stations did not exist and from the first half-year of 2017 when police stations were functioning again, have been correlated and analysed. The analyses revealed that the state of security has improved. It has been demonstrated that the structural changes implemented in the functioning of Police are very effective in the communes researched. The improvement in the statistical data is not the only positive result of the changes. The most significant improvement is the increased sense of security among the local residents who have an easier access to Police.*

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Introduction

An effective, properly functioning police service is undoubtedly one of the fundamental institutions responsible for public security. Since it has been formed the officers managing it and the civilian supervisors have been deliberating on how to build its structures, how the institution responsible for the security of citizens should function and, finally, which goals should be considered as the priorities in order to make the Police efficient.

As the history shows, Police has had different models of its functioning- more or less efficient. The specialised literature provides a number of classifications or divisions referring to the model of Police activities. Depending on the criteria adopted, or features which differentiate one model from the other, a couple of typologies have been distinguished.

Nowadays, the functioning of the police forces has been dominated by two prevailing philosophies. The first one is a traditional idea of police activities symbolised by a mobile patrol arriving at a scene from a distant police station to catch nasty

offenders. The second one symbolises the model of a local police officer accessible to citizens who, along with residents of his patrol zone tries to find creative solutions to the local problems.¹ The first of the aforementioned philosophies is in favour of the model of Police which is described as reactive, called by some "Police on-call". The second model of the formation is defined as a creative one. There is an on-going debate on which of the two types is more effective and responds to social demands.

The article attempts to analyse the state of security in the reorganised communes of the Province of Masovia after the restoration of police stations there. The changes in functioning of organisational units of the formation consisting of elimination and then restoration of police stations is intrinsically linked to approved model of Police functioning. The elimination of police stations is nothing more than the choice of the reactive model, which means the concentration of power and measures in a County Police HQ, a Town Police HQ or in a police station to achieve a better deployment of service. The restoration of police stations is a switch towards a creative model of Police closer to the problems of society. It is a model based on the community policing philosophy which is both a policy and a strategy focused on achievement of successful crime control, reduction of crime insecurity, improvement in quality of life, optimisation of police activities and enhancement of its prestige by the proactive use of social-based measures in order to change the underlying causes of potential, criminal activities.²

The article also attempts to address the question as to which model of Police functioning proved to be the most effective in selected communes of the Province of Masovia.

1. Elimination of Police Stations in Masovian Garrison in 2010–2013

In 2010–2013 70 police stations were eliminated in the area of 70 communes of the Masovian garrison. The changes in the organisational structure were introduced in 3 City Police HQs and 17 County Police HQs. In 41 communes information points were established where residents, at an appointed time, could provide information about any offences or crimes. The Regional Police Chief in Radom issued appropriate decisions and appointed working teams whose duties were to manage the above mentioned process:

- a) Decision No 42/2010 of 9 March 2010 on setting up in Regional Police HQ in Radom the Group to evaluate the functionality of Police Stations (PS), District Zones (DZ) and Police Information Points (PIP).

As a result of the team work, the Group developed the Analysis of Functionality of PS, DZ, PIP in the area of the Masovian garrison. The following elements, among the others, have been evaluated:

- the range of operation,

¹ Czapska J, Wójcikiewicz J, *Policja w społeczeństwie obywatelskim*. Zakamycze, 1999, p. 129.

² Friedmann R.R, *Community Policing*. New York, 1992.

- the number of customers served,
 - the number of police stations in the county,
 - the costs of maintenance,
 - work effects,
 - the at-risk of crime rate per 10000 residents,
 - crime detection.
- b) Decision No 251/2010 of 31 January 2010 on setting up a working Group to formulate comprehensive organisational changes to Police units within the area governed by the Regional Police Chief in Radom. As a result of the Group work it has been decided to reorganise the Police units in 8 counties Gostyń, Przysusk, Pułtusk, Sochaczew, Sokołów, Sierpc, Węgrów, Zwoleńsk. A total of 18 Police stations have been transformed.
- c) Decision No 207/2012 of 27 July 2012 on setting up a working Group to assess the organisational structure and staffing of Police units operating within the area governed by the Regional Police Chief in Radom.

City/County Police Chiefs made individual assessments of functionality of structures subservient to them. On the grounds of the assessment it was decided to transform 54 police stations in 12 counties.

The main idea of the modifications suggested was to increase the number of patrols, to shorten the reaction time to incidents, to create powerful police stations or to ensure an optimal use of the existing equipment.

Due to the structural reorganisation in the Masovian garrison, Police units (County Police Stations and Police stations) were established with an increase in the number of posts which are on the duty round the clock. The reorganisation process also took into consideration local residents who gained convenient access to the Police units. The task was implemented by providing a constant presence of police officers in the communes where the transformations were initiated within the Crime Prevention Teams or Police Information Points (introducing duty hours). The appropriate information was placed on notice boards at headquarters of Police units, community councils and village administrator's offices.

Moreover, "An idea of functioning constables in the area of the reorganised police stations" has been worked out. According to the postulates, the police officers who were supposed to conduct patrolling were the same as those who had worked in the previous structures. In order to facilitate contacts with local society, community police officers were equipped with mobile phones and their numbers were promulgated in local media or placed at the premises of police stations, community councils and village administrator offices.

2. Restored Police Stations in 2016 and 2017 in the Area of the Masovian Garrison and their Staffing

During the first half-year of 2016 in the area of the Masovian garrison, in virtue of National Police Chief's decision on 29 January 2016, a new initiative to develop maps of the security threats in the province as well as at county level started. This consisted of open debates during which the idea and purpose of the maps was

Table 1. Information concerning the eliminated Police stations in the area of Masovian garrison in 2010–2013

No.	Unit	Police station	Community	Date of transformation	Formed	Subordinate to
1	County Police HQ CIECHANÓW	Fabryczna	Ciechanów	15/11/2010	County Police HQ CIECHANÓW	County Police HQ CIECHANÓW
2		Opinogóra Górna	Opinogóra Górna	02/11/2012	Police Information Point	
3		Ojrzeń	Ojrzeń	02/11/2012	Police Information Point	
4		Regimin	Regimin	02/11/2012	Police Information Point	
5		Sońsk	Sońsk	02/11/2012	Police Information Point	
6	County Police HQ GARWOLIN	Borowie	Borowie	15/12/2012	Crime Prevention Team	County Police HQ GARWOLIN
7		Łaskarzew	Łaskarzew	15/12/2012	Police station	Police station in Łaskarzewie
8		Maciejowice	Maciejowice	15/12/2012	Crime Prevention Team	KP w Łaskarzewie
9		Parysów	Parysów	15/12/2012	Crime Prevention Team	County Police HQ GARWOLIN
10		Miastków Kościelny	Miastków Kościelny	15/12/2012	Crime Prevention Team	County Police HQ GARWOLIN
11		Sobolew	Sobolew	15/12/2012	Crime Prevention Team	Police station in Łaskarzewie
12	County Police HQ GOSTYNIN	Szczawin Kościelny	Szczawin Kościelny	01/05/2011	Crime Prevention Team	Police station in Pacynie
13	County Police HQ GRÓJEC	Belsk Duży	Belsk Duży	01/01/2013	Police Information Point	County Police HQ P GRÓJEC
14		Pniewy	Pniewy	01/01/2013	Police Information Point	
15		Jasieniec	Jasieniec	01/01/2013	Police Information Points	
16		Goszczyn	Goszczyn	01/01/2013	Police Information Point	
17	County Police HQ KOZIENICE	Garbatka	Garbatka	15/12/2012	Police Information Point	Police station Gnieuwoszków
18		Gnieuwoszków	Gnieuwoszków	15/12/2012	Police station	Police station Grabów nad Pilicą
19		Głowaczów	Głowaczów	15/04/2013	Police Information Point	
20		Magnuszew	Magnuszew	15/04/2013	Police Information Point	
21		Grabów nad Pilicą	Grabów nad Pilicą	15/04/2013	Police station	
22	County Police HQ MŁAWA	Turza Mała	Wiśniewo, Lipowiec Kośc.	02/11/2012	2 Police Information Points..	County Police HQ MŁAWA
23	City Police HQ OSTROŁĘKA	Troszyn	Troszyn	01/12/2012	No Police units	Police station in Czerwin
24		Łyse	Łyse	01/12/2012	No Police units	Police station Myszyniec
25		Myszyniec	Myszyniec	01/12/2012	Police station	Police station Myszyniec
26		Lelis	Lelis	01/12/2012	No Police units	City Police HQ OSTROŁĘKA
27	County Police HQ OSTRÓW MAZ.	Brok	Brok	01/01/2013	Police Information Point	Police station Małkinia
28		Wąsewo	Wąsewo	01/01/2013	Police Information Point	County Police HQ Ostrów Maz.
29		Stary Lubotyń	Stary Lubotyń	01/01/2013	Police Information Point	County Police HQ Ostrów Maz.
30		Andrzejewo	Andrzejewo	01/01/2013	Police Information Point	Police station Małkinia
31		Zareby Kościelne	Zareby Kościelne, Szulborz	01/01/2013	Police Information Point	Police station Małkinia

32	City Police HQ PŁOCK	Słubice	Słubice	15/01/2013	No Police units	Police station Gąbin
33		Starożreby	Starożreby	15/01/2013	No Police units	Police station in Bielsk
34		Słupno	Słupno	15/01/2013	Police Information Point.	City Police HQ PŁOCK
35	County Police HQ PRZYSUCHA	Gielniów	Gielniów, Rusinów	20/04/2011	No Police units	County Police HQ PRZYSUCHA
36		Wieniawa	Wieniawa, Borkowice	10/09/2012	No Police units	
37	County Police HQ PUŁTUSK	Zatory	Zatory, Obryte	20/04/2011	No Police units	Police station PUŁTUSK
38	City Police HQ RADOM	Przytyk	Przytyk	15/12/2012	Prevention Point	Police station Zakrzew
39		Wolanów	Wolanów	15/12/2012	Police Information Point	
40		Kowala	Kowala	15/12/2012	No Police units	Police station III Radom
41		Jastrzębia	Jastrzębia	15/12/2012	Police Information Point	Police station Jedlińsk
42		Gózd	Gózd	15/12/2012	Police Information Point.	Police station Skaryszew
43		Jedlnia Letnisko	Jedlnia Letnisko	15/12/2012	No Police units	Police station Pionki
44		Zakrzew	Zakrzew	15/12/2012	Police station	Police station Zakrzew
45		Jedlińsk	Jedlińsk	15/12/2012	Police station	Police station Jedlińsk
46	City Police HQ SIEDLCE	Kotuń	Kotuń	01/01/2013	Police Information Point	Police station Mokobody
47		Suchożebry	Suchożebry	01/01/2013	Police Information Point	Police station Mokobody
48		Wiśniew	Wiśniew	01/01/2013	Police Information Point	Police station
49		Wodynie	Wodynie	01/01/2013	Police Information Point	Police station Skórzec
50		Zbuczyn	Zbuczyn	01/01/2013	Police Information Point	Police station Mordy
51		Przesmyki	Przesmyki	01/01/2013	Police Information Point	
52		Mordy	Mordy	01/01/2013	Police station	
53		Skórzec	Skórzec	01/01/2013	Police station	Police station Skórzec
54		Mokobody	Mokobody	01/01/2013	Police station	Police station Mokobody
55	County Police HQ SIERPC	Mochowo	Mochowo	15/04/2011-	No Police units	County Police HQ SIERPC
56	County Police HQ SOCHACZEW	Rybno	Rybno	01/01/2011	Police Information Point	Police station Młodzieszyn
57		Brochów	Brochów	01/01/2011	Police Information Point	
58	County Police HQ SOKOŁÓW PODL.	Ceranów	Ceranów	20/12/2010	Police Information Point	Police station SOKOŁÓW PODL.
59		Bielany	Bielany	01/07/2011	Police Information Point	Police station in Repki
60		Jabłonna Lacka	Jabłonna Lacka	01/07/2011	Police Preventio Team	Police station Sterdynia
61		Sabnie	Sabnie	01/07/2011	Police Information Point	Police station in Sterdynia
62	County Police HQ WĘGRÓW	Grębków	Grębków	20/04/2011	Police Information Point	County Police HQ WĘGRÓW
63		Korytnica	Korytnica	20/04/2011	Police Information Point	
64		Sadowne	Sadowne	20/04/2011	Police Information Point	Police station Łochów
65		Stoczek	Stoczek	20/04/2011	Police Information Point	
66	County Police HQ WYSZKÓW	Brańszczyk	Brańszczyk	01/12/2012	Police Information Point	County Police HQ WYSZKÓW
67		Rząśnik	Rząśnik	01/12/2012	Police Information Point	Police station in Somianka
68		Zabrodzie	Zabrodzie	01/12/2012	Police Information Point	County Police HQ WYSZKÓW
69	County Police HQ ZWOLEŃ	Przytyk	Przytyk	13/04/2011	Police Information Point	County Police HQ ZWOLEŃ
70	County Police HQ ŻYRARDÓW	Radziejowice	Radziejowice	15/11/2012	Police Information Point	County Police HQ ŻYRARDÓW

explained and new suggestions how to ensure the maps' optimal functionality was gathered. During the meetings organised, a number of conclusions as to how to optimise the maps of security threats as well as demands to restore police stations were lodged. The open debates were very popular within society. From 27th January till 22nd April 2016 2426 meetings were organised within the territory, including:

- a. on the level of province — 3 social debates,
- b. on the level of counties — 48 social debates,
- c. locally — 2375 debates:
 - 338 in communes,
 - 370 in housing estates,
 - 1667 in villages.

In open debates organised in the Masovian garrison in total 32615 people participated, including on the level of:

- a. province- 97 people
- b. county- 3,697 people
- c. local-28,821 people, including: — 9,832 people in communes — 5,914 in housing estates — 13,075 in villages.

Every application to restore Police units in counties went through a thorough analysis, taking into consideration among others:

- the current threats of crimes and offences,
- the accessibility of Police to residents,
- the location of a police station,
- the financial support on the part of local authorities in terms of contribution in costs of creation and maintenance of the new structures.

As the result of the analysis of proposals declared which refer to the reconstruction of Police units in counties it was decided to create 9 police stations.

Table 2. Information regarding police posts reinstated in the Masovian Garrison in 2016–2017

No.	Municipal Police HQ/ County HQ	Established police post	Date of establishment
1	Municipal HQ in Ostrołęka	PP in Łyse	15.06.2016
2	County HQ	PP in Maciejowice	03.10.2016
3		PP in Sobolew	
4		PP in Miastkowo Kośc.	
5	County HQ in Węgrów	PP in Korytnica	03.10.2016
6	Municipal HQ in Radom	PP in Jastrzębia	19.12.2016
7		PP in Przytyk	27.02.2017
8	County HQ in Wyszaków	PP in Zabrodzie	19.12.2016
9	Municipal HQ in Siedlce	PP in Zbuczyn	03.10.2016

Source: the author's own compilation on the basis of data from Municipal/ County Police Headquarters.

In order to ensure their optimum performance, all newly established police organisational units had their workforce increased. In comparison with the situation prior to the reorganisation, the area of operation was expanded for police posts in Korytnica, Jastrzębia and Przytyk. The new organisational units established in the County of Radom fall directly under police stations in Zakrzewo (police post in Przytyk) and Jedlińsk (police post in Jastrzębia). They are staffed solely with uniformed and community police officers.

Table 3. Number of personnel

No.	Municipal Police HQ/ County HQ	Established police post	Prior to the reorganisation		After the reinstatement	
			Number of personnel	Area of operation	Number of personnel	Area of operation
1	Municipal HQ in Ostrołęka	PP in Łyse	6	district of Łyse	8	district of Łyse
2	County HQ in Garwolin	PP in Maciejowice	6	district of Maciejowice	7	district of Maciejowice
3		PP in Sobolew	6	district of Sobolew	7	district of Sobolew
4		PP in Miastkowo Kośc.	5	district of Miastków Kośc.	6	district of Miastków Kośc.
5	County HQ in Węgrów	PP in Korytnica	5	district of Korytnica	13	district of Korytnica, Grębków, Wierzbno
6	Municipal HQ in Radom	PP in Jastrzębia	5	district of Jastrzębia	11	district of Jastrzębia, Jedlińsk
7		PP in Przytyk	7	district of Przytyk	12	district of Przytyk, Zakrzew, Wolanów
8	County HQ in Wyszków	PP w Zabrodzie	5	district of Zabrodzie	8	district of Zabrodzie
9	Municipal HQ in Siedlce	PP w Zbuczyn	7	district of Zbuczyn	8	district of Zbuczyn

Source: the author's own compilation on the basis of data from Municipal/ County Police Headquarters.

The data analysis of the staffing situation in the newly established police organisational units shows that only one police post, i.e. the police post in Zbuczyn is not short-staffed. The remaining police posts have at least one vacancy and some of their officers are away on training courses.

Table 4. Staffing situation

No.	Municipal Police HQ/ County HQ	Established police post	Current staffing situation (as of 01.07.2017)		
			Number of full personnel	Current number of staff	Number of vacancies
1	Municipal HQ in Ostrołęka	PP in Łyse	8	7 (including 1 trainee)	1
2	County HQ in Garwolin	PP in Maciejowice	7	5	2
3		PP in Sobolew	7	6	1
4		PP in Miastków Kośc.	6	5	1
5	County HQ in Węgrów	PP in Korytnica	13	12 (including 2 trainees)	1
6	Municipal HQ in Radom	PP in Jastrzębia	11	10 (2 officers waiting for adaptation training)	1
7		PP in Przytyk	12	10 (including 1 officer on sick leave from 20 May to 31 July, 2017)	2
8	County HQ in Wyszaków	PP in Zabrodzie	8	7 (including 2 trainees)	1
9	Municipal HQ in Siedlce	PP in Zbuczyn	8	8	-

Source: The author's own compilation on the basis of data from Municipal/ County Police Headquarters.

3. The State of Safety in the Districts where Police Posts Were Reinstated.

The analysis has covered data related to incidence of crime, crime detection rate, number of patrol and beat officers, as well as response time in those districts where police posts were first closed down and then reinstated. The analysis has covered the period from January to June.

Reported Criminal Offences

Taking into account the average number of crimes committed in 2013–2016, i.e. in the period when there were no police posts in the above mentioned districts, the comparison with the incidence of crime reported in the first half of 2017 (when the posts were already reinstated), it can be seen that in 7 districts the number of reported crimes went down, in one district it remained at the same level and in one only — in the district of Zbuczyn — the number went up. Thus, it can be stated that the reinstatement of the police posts resulted in a reduction of crime.

Table 5. Reported criminal offences

Municipal Police HQ/ County HQ	Municipal Police HQ in Ostrołęka	County Police HQ in Garwolin			County Police HQ in Węgrów	Municipal Police HQ in Radom		County Police HQ in Wyszaków	Municipal Police HQ in Siedlce
		District	Łyse	Maciejowice		Sobolew	Miastków Kościelny		
Date of liquidation	01.12.2012	15.12.2012			20.04.2011	15.12.2012		01.12.2012	31.12.2012
Date of reinstatement	15.06.2016	03.10.2016			03.10.2016	19.12.2016	27.02.2017	19.12.2016	03.10.2016
2013	15	20	21	16	54	23	20	54	17
2014	24	23	15	5	29	20	30	20	24
2015	31	42	25	11	25	15	34	57	35
2016	11	17	19	1	22	22	29	19	23
Average number from 2013–16	20,25	25,5	20	8,25	32,5	20	28,25	37,5	24,75
2017	11	19	20	7	24	12	7	21	29
Difference	-9,25	-6,5	0	-1,25	-8,5	-8	-21,25	-16,5	+4,25

Source: The author's own compilation on the basis of data from the National Police Information System

a) Crime detection rate

Taking into account the average crime detection rate in 2013–2016, i.e. in the period when there were no police posts in the above mentioned districts, the comparison with the crime detection rate in the first half of 2017 (when the posts were already reinstated), it can be seen that the effectiveness of detection decreased in 3 districts and improved in 6 of them.

Table 6. Crime detection rate

Municipal Police HQ/ County HQ	Municipal Police HQ in Ostrołęka	County Police HQ in Garwolin			County Police HQ in Węgrów	Municipal Police HQ in Radom		County Police HQ in Wyszaków	Municipal Police HQ in Siedlce
		District	Łyse	Maciejowice		Sobolew	Miastków Kościelny		
Date of liquidation	01.12.2012	15.12.2012			20.04.2011	15.12.2012		01.12.2012	31.12.2012
Date of reinstatement	15.06.2016	03.10.2016			03.10.2016	19.12.2016	27.02.2017	19.12.2016	03.10.2016
2013	56,25	75	66,67	87,5	62,96	86,96	90,48	14,29	47,06
2014	50	51,7	51,7	56,5	62,07	92,3	66,6	25	60
2015	61,7	71,4	81,4	90,9	52	75	67,6	52,2	54,3
2016	63,6	52,9	57,8	100	50	86,4	48,3	5,26	73,9
Average number from 2013–16	57,9	66,5	64,4	83,7	56,7	85,2	68,2	24,2	58,8
2017	91,7	57,9	85,7	57,1	50	91,7	71,4	38,1	82,7
Difference	+33,8	-8,6	+21,3	-26,6	-6,7	+6,5	+3,2	+13,9	+23,9

Source: The author's own compilation on the basis of data from the National Police Information System

b) The number of patrol and beat officers

On the basis of the data collected, it can be seen that the number of patrol and beat officers in the first half of 2017 compared to the average from the period of 2013–2016, when the posts did not operate, went down in three districts and went up in six others, where police posts had been reinstated. Thus, it should be noted that the reinstatement of the posts in question, or in other words: the decentralisation of human resources, did not have negative consequences in the form of a decreased number of patrol and beat officers. On the contrary, in most of the districts the situation in this respect was improved, which proves that the available resources were used more effectively.

Table 7. The number of patrol and beat officers

Municipal Police HQ/ County HQ	Municipal Police HQ in Ostrołęka	County Police HQ in Garwolin			County Police HQ in Węgrów	Municipal Police HQ in Radom		County Police HQ in Wyszaków	Municipal Police HQ in Siedlce
		Maciejowice	Sobolew	Miastków Kościelny		Jastrzębia	Przytyk		
District	Łyse				Korytnica				
Date of liquidation	01.12.2012	15.12.2012			20.04.2011	15.12.2012		01.12.2012	31.12.2012
Date of reinstatement	15.06.2016	03.10.2016			03.10.2016	19.12.2016	27.02.2017	19.12.2016	03.10.2016
2013	347	288	212	277	220	260	660	429	384
2014	434	302	275	282	291	667	493	879	572
2015	428	325	275	347	386	597	530	1207	654
2016	328	247	209	246	332	609	490	603	625
Average number from 2013–16	384	290	243	288	307	533	543	779	559
2017	346	320	294	292	310	592	476	341	576
Difference	-38	+30	+51	+4	+3	+59	-67	-438	+17

Source: The author's own compilation on the basis of data from the Electronic Police Reporting System

c) Police response time to incidents

Because there was a change in the way of calculating the indicator, the analysis covered the first half of 2016 and 2017. The reinstatement of the police posts resulted in the shortening of the response time for so-called urgent interventions in seven cases. On the other hand, there was a trend downward for non-urgent interventions, in the case of which the response time was usually longer. Still, it seems that the first parameter is much more important as it refers to interventions involving a risk to human life or health.

Table 8. Police response time to incidents

Municipal Police HQ/ County HQ	District	Date of establishment	2016		2017	
			Urgent	Non-urgent	Urgent	Non-urgent
Municipal Police HQ in Ostrołęka	Łyse	15.06.2016	16:44	17:36	15:30	19:43
County Police HQ in Garwolin	Maciejowice	03.10.2016	17:07	15:11	11:50	16:18
	Sobolew		12:41	14:14	10:35	12:57
	Miastków Kościelny		12:45	12:13	14:37	13:37
County Police HQ in Węgrów	Korytnica	03.10.2016	20:09	20:10	15:07	19:32
Municipal Police HQ in Radom	Jastrzębia	19.12.2016	12:54	17:32	11:11	19:23
	Przytyk	27.02.2017	11:10	21:47	17:59	25:57
County Police HQ in Wyszaków	Zabrodzie	19.12.2016	12:58	13:51	09:28	17:49
Municipal Police HQ in Siedlce	Zbuczyn	03.10.2016	15:29	13:50	13:48	16:13

Source: The author's own compilation on the basis of data from Municipal/ County Police Headquarters and the Command Support System.

Conclusion

The article is an analysis of the state of safety in the reorganised districts of the Mazovian region, following the reinstatement of previously closed down police posts. The author has formulated a thesis that their liquidation was a choice of a reactive police operating model, i.e. concentration of means and resources within a county or municipal headquarters, or within a police station in an attempt to enhance deployment of forces. The reinstatement of police posts is, on the other hand, a shift towards a more creative police force, closer to the community, looking for solutions to local problems, i.e. towards the model based on the philosophy of *community policing*. One of its characteristics is the decentralisation of police organisation headed by independent management. Small police units provide a full service to their communities of residents. The size of the unit is a key element here. In small units, which police a small area, police officers and residents get to know one another sooner and better, and find it easier to trust each other. The flow of information is faster and officers can respond more quickly to problems as they appear.³ Based on the data analysis, the following conclusions have been formulated:

1. In seven of the analysed districts, the current threat of crime remains at a lower level than before the police structures were reorganised.

³ Urban A, Bezpieczeństwo społeczności lokalnych. Warsaw, 2012, p. 129.

2. The reinstatement of the police posts has enhanced performance in terms of crime detection rate in six of the districts.
3. The reinstatement of the police posts, i.e. decentralisation of resources, has not had negative consequences in the form of reduced number of police officers on patrol and on the beat. On the contrary, in 6 of the 9 analysed districts the situation in this respect has been improved.
4. In seven cases, the response time for so-called urgent interventions has been shortened.

The districts with newly established police posts have witnessed an improvement in the state of safety. It has been demonstrated that the structural changes to the functioning of the police based on the creative operational model bring positive results.

Improved statistical figures are not the only positive result of the changes. What is particularly important is local residents' feeling of safety, which is created when they often see a police officer around, an officer who they are frequently familiar with, as he or she is a locally known person. Moreover, what matters is also that those residents have somewhere to go to and report a situation relevant to their safety. Of course, a visit to a police post does not always have to involve reporting a petty offence or a crime. This place should be conducive to communication between the police and local community members and should be associated with a safe shelter, where one can look for help or find an answer to a burning question. Under no circumstances can this place evoke negative feelings, such as fear. The best evidence for small community members being willing to become involved in shaping safety standards is the large attendance of local residents during the public consultation.

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Streszczenie. W artykule przeprowadzono analizę stanu bezpieczeństwa na terenie zreorganizowanych gmin województwa mazowieckiego po odtworzeniu posterunków Policji. Przywracanie posterunków to zwrot w kierunku Policji kreatywnej, będącej bliżej społeczeństwa, rozwiązującej lokalne problemy. Jest to model działania oparty na filozofii *community policing*. Artykuł ten jest zatem próbą odpowiedzi na pytanie, czy przyjęte rozwiązania w zakresie funkcjonowania Policji okazały się skuteczne. W latach 2010–2013 na terenie garnizonu mazowieckiego zlikwidowano 70 posterunków Policji w 70 gminach. W konsekwencji szeroko przeprowadzonych konsultacji społecznych oraz analizy zgłoszonych postulatów, dotyczących odtworzenia struktur Policji w gminach, podjęto decyzję o utworzeniu 9 posterunków Policji w latach 2016–2017. Oceniając efektywność funkcjonowania powstałych posterunków Policji analizie poddano dane dotyczące stwierdzonych przestępstw kryminalnych, wykrywalności przestępstw, liczby policjantów skierowanych do służby patrolowej i obchodowej oraz czasu reakcji na zgłoszenie na podległym terenie. Zestawiono i przeanalizowano dane statystyczne z lat 2013–2016, tj. z okresu, kiedy na terenie wymienionych gmin nie funkcjonowały posterunki oraz z I półroczia 2017 roku, kiedy posterunki już działały. Na podstawie przeprowadzonej analizy zauważono, że nastąpił wzrost poziomu bezpieczeństwa, a wdrożone zmiany strukturalne w zakresie funkcjonowania Policji na terenie gmin uwzględnionych w zestawieniu przynoszą pozytywne efekty. Szczególnie istotnym jest jednak wzrost poczucia bezpieczeństwa wśród lokalnych mieszkańców, którzy mają ułatwiony kontakt z Policją.

Резюме. В данной статье проводится анализ состояния безопасности на территории реорганизованных гмин мазовецкого воеводства после повторного создания полицейских участков. Восстановление участков полиции — это обращение к креативной полиции, структуры намного ближе к обществу, решающей проблемы местных жителей. Построенная модель деятельности полиции, основанная на философии *community policing*. В связи с этим, статья является попыткой ответить на вопрос, оказались ли эффективными принятые решения в сфере деятельности полиции. В 2010–2013 гг. на территории мазовецкого гарнизона были ликвидированы 70 участков полиции в 70 гминах. В результате широко проведенных общественных консультаций, а также анализа заявлений и постулатов, касающихся повторного создания структур полиции в гминах, было принято решение о создании в 2016–2017 гг. 9 участков полиции. Для оценки эффективности деятельности созданных повторно участков полиции, анализу подвергались данные о зарегистрированных уголовных преступлениях, показатели раскрываемости преступлений, количество полицейских, направленных для несения патрульно-постовой службы, а также время реагирования на поступившие заявления в служебном районе. Сопоставлены и проанализированы статистические данные за 2013–2016 гг., т.е. период, когда на территории определенных гмин не существовали участки полиции, а также в первой половине 2017 года, когда восстановленные участки продолжали свою деятельность. На основании проведенного анализа замечается повышение уровня безопасности, а введенные структурные изменения в сфере деятельности полиции на территории исследуемых гмин дают положительные результаты. Особенно существенным является рост чувства безопасности среди местных жителей, которым теперь проще обратиться в полицию.

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